

MASS. PS 30.1: 987



312066 0272 9408 0

GOVERNMENT DOCUMENTS
COLLECTION

FEB 14 1989

University of Massachusetts
Depository Copy

Massachusetts

REGISTRY OF MOTOR VEHICLES

1987 Annual Report

MICHAEL S. DUKAKIS
Governor

CHARLES V. BARRY
Secretary of Public Safety

ROBERT M. HUTCHINSON, JR.
Registrar of Motor Vehicles



Dear Governor Dukakis
and Secretary Barry,

It is my pleasure to submit to you the first Annual Report of the Registry of Motor Vehicles. Consistent with your goals of improved customer service and increased law enforcement activity, several objectives were designed during 1987 to improve service and public safety for all citizens. Special emphasis has been directed toward the 4 million registrants and 4 million licensees who are served statewide through our 37 branches.

It should be noted that in the calendar year 1987 the Registry collected \$547 million, \$373 million from sales tax and \$175 million in fees. Our operating budget for this period was \$45 million or 8% of what we collected.

Initiatives designed to improve customer service include:

- Implementation of the Automated Licensing and Registration System (ALARS) throughout all Registry offices;
- An effective publicity campaign to increase participation in the Mail-in Registration Program;
- Increase in employee productivity, reducing sick leave to slightly over 6 days;
- Implementation of branch manager concept throughout the Registry system; and

- Establishment of time standards and evaluation methods of these service standards.

Expansion of public safety activities through our law enforcement unit include:

- Increase in staffing levels to full strength (325 uniformed positions);
- Establishment of the Basic Enforcement Assistance Team (BEAT) to assist cities and towns;
- Coordination with the city of Boston, locating Registry enforcement personnel in all Boston District stations;
- Development of a plan for dealing with uninsured motorists through our Registration Compliance section.

I would like to thank former Registrar Alan A. Mackey for the gracious transition period that took place with my appointment on July 1, 1987. The support of the Executive Branch and the Legislature for our efforts to improve operations has been outstanding. All of us look forward to improved service throughout the Registry of Motor Vehicles in coming years.

Respectfully Submitted,

Robert M. Hutchinson, Jr.
Registrar of Motor Vehicles

As early as 1895 Boston and other urban areas in the Commonwealth were faced with traffic jams. The congestion on the roads not only involved automobiles, but horse-drawn carriages and horseback riders as well as pedestrians. By 1898 the popularity of the automobile soared with over 50 different models on the road. An absence of laws governing the rules of the road, driver licensing, vehicle registration and safety inspection contributed to a high degree of confusion and lack of public safety.

So it was no surprise when state and local governments began to realize that some sort of regulation was needed. Soon thereafter the city of Boston began issuing "certificates of approval" to automobile owners, speed limits were set and legislation enacted concerning proper control of autos when approaching horse-drawn carriages or a horse being ridden.

In an effort to provide uniform control over the growing number of vehicles and drivers on the Bay State's roadways, a state automobile department called the Massachusetts Highway Commission was formed in 1903. Licensing classifications were developed and a fee of \$2 set. At this time 8,342 licenses were issued based on "good character" status. Soon thereafter two licensing examiners were hired to test all applicants. It wasn't until 1909 that a minimum age limit for acquiring a license was set, 16 for a private license and 18 for a chauffeur's. Yet, fatal accidents rose along with an increase in cars and traffic.

The Registry of Motor Vehicles was first designated in 1919 as a division of the Highway Commission and the first Registrar, Frank A. Goodwin, was appointed in 1920.

Today the Registry administers a variety of law enforcement and license and registration related customer services. Registry employees perform a wide spectrum of duties ranging from issuing registrations and licenses and conducting traffic and truck enforcement to inspecting the state's entire school bus fleet. And, a multi-million dollar computer system (ALARS) provides valuable and necessary information for all with quickness and accuracy.

The horse-drawn carriages are gone, yet the traffic jams continue. The Registry and the Commonwealth have made great strides during the past 80 years in the area of uniform traffic control. Goals for the future include continued upgrading and research into innovative changes in customer service as well as maintaining safe roads for all.

TABLE OF CONTENTS

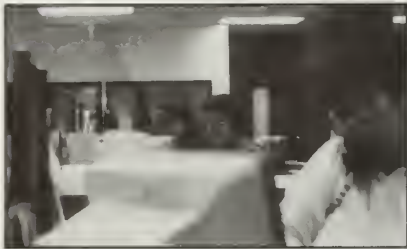
Registry Accomplishments.....	4
Law Enforcement.....	6
BEAT	
Commercial Weights and Dimensions	
Motor Carrier Safety	
Weights and Dimensions	
Registration Compliance	
Vehicle Inspection Services	
New Graduates	
Historical Overview.....	12
Customer Service.....	14
Customer Service Bureau	
Registrations	
Renew-By-Mail	
Express	
Title Division	
Medical Affairs	
Driver Licensing	
License Statistics	
Fatal Statistics	
Branches	
Branch Manager	
New Offices	
Extended Hours	
Automation.....	20
Advantages of ALARS	
Training and Branch Involvement	
Law Enforcement	
Local Assistance	
Branch Statistics.....	24

ACCOMPLISH

WHY WAIT IN LINE?

Renew Your Vehicle Registration By Mail

Registrar of Motor Vehicles, Robert M. Hutchinson, Jr., thanks you for **RENEWING** your vehicle registration **BY MAIL**.



Generated \$547 million in state revenue with a \$45 million operating budget — 8% of total collections

Tripled vehicle registrations renewed by mail through a mail-in awareness campaign, guaranteeing a 10-day processing time

Reduced license and registration renewal wait time to an average of 15 minutes, and new registration processing to 20 minutes

Computerized all offices by implementing the Registry's new Automated Licensing and Registration System (ALARS)

Increased license suspensions/revocations 862% through application of the Safe Roads Act of 1986 and Driver Control Unit computerization

Appointed nine branch managers, through the new Branch Manager Program designed to maintain high standards of production, quality control and public service

Expanded service to include Thursday evening hours at 16 branch locations

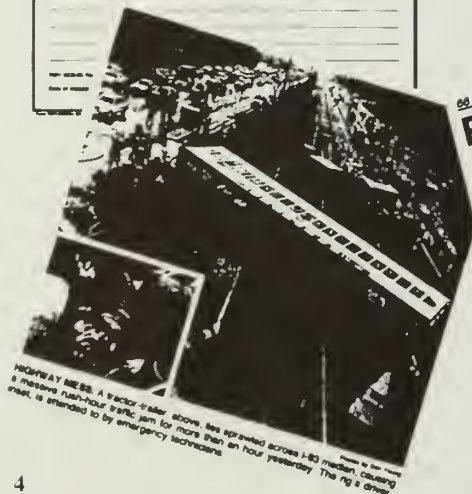
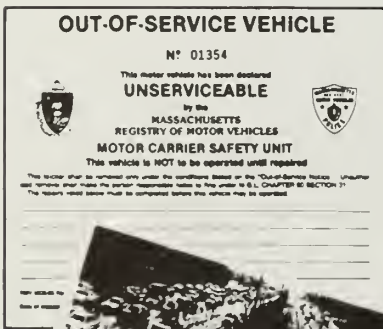
Graduated the first all-Registry Police Academy class in 13 years

Established Customer Assistance Bureau

Instituted Motor Carrier Safety Assistance Program (MCSAP) to uniformly enforce and strengthen truck equipment and operator regulations

Revived Basic Enforcement Assistance Team (BEAT) in July which issued 6,695 citations for a total of 9,669 violations, and generated \$475,635 for municipalities

Launched a crackdown on uninsured motorists, focusing on vehicles with dealer/repair plates



MENTS OF 1987

Implemented the Commercial Driver License Safety Act of 1986 which, beginning July 1, prohibited drivers of some types of commercial vehicles from having more than one driver's license

Reduced the agency's sick leave usage rate by 50% during the last half of 1987

Exceeded affirmative action goals established by the Culbreath Decree

Licensed the first 6,500 school pupil transport drivers to upgrade safety standards for students transported in vans and station wagons

Joined the Non-Resident Violators Compact, ensuring Massachusetts drivers who drive out of state receive the same privileges as residents of that state in the handling of minor motor vehicle violations

Centralized Registry Headquarters by moving the Title Division from 150 Causeway Street to 100 Nashua Street

Developed newsletter, the "Registry of Motor Vehicle News", as a communication piece linking the over 1400 employees located state-wide

Relocated Malden and Lynn offices to new, modernized facilities

Converted approximately 93,000 vanity and special plates (taxi, ambulance, etc.) to "The Spirit of America" red, white and blue plate series

Held first low number license plate lottery with 28,000 entrants vying for 139 plates

Conducted 401 driver safety programs attended by more than 34,000 people

Processed approximately 60,000 pieces of mail per week for a yearly total of over 3.1 million

There's only one license for people who carry a lot of weight.

A new law for truck and bus drivers.

You may have only one driver's license issued by the state where you live, according to a new federal law. You should return any other licenses you hold to the states that issued them. Effective July 1, 1987, if you have more than one license, it will be illegal and you may be fined up to \$2,500.

For additional information and exceptions, contact your motor vehicle office or your employer.



LAW ENFORCEMENT

Charged with the oversight and administration of all Registry of Motor Vehicles law enforcement activities, the Law Enforcement Office is made up of the following sections: Accident Investigation and Reconstruction, Auto Theft, Basic Enforcement Assistance Team (BEAT), Commercial Weights & Dimensions, Communications, Dealer Repair, Motor Carrier Safety Assistance Program, Investigative Services, Registration Compliance, and Vehicle and School Bus Inspection Services. The office also oversees all fleet vehicles, uniform maintenance and supply, a message center and night teletype, and is responsible for the security of the personnel and facility at 100 Nashua Street.



BEAT

July marked the revival of the Registry's municipal assistance program for traffic enforcement with the creation of the Basic Enforcement Assistance Team (BEAT).

Initially formed at the direction of Governor Michael S. Dukakis to assist cities and towns in the Greater Boston area, the unit works closely with local police and governmental authorities on traffic related problems. Special emphasis is placed on locations with high rates of accidents and traffic infractions, as identified by local police departments and citizen complaints.

With a back to basics enforcement orientation, BEAT patrols reinforce commonly ignored traffic laws such as speeding, expired registrations or inspection stickers, uninsured vehicles, running red lights and operating with defective or unsafe equipment.



In November, 10 inspectors were assigned to work with the Boston police (two inspectors in each of the city's five police districts), and a staff sergeant appointed as patrol supervisor to administer the pro-

gram. During its six months of operations, BEAT issued 6,695 citations totaling 9,669 violations. The resulting \$475,635 in fines went directly to the city or town in which the citation was issued.

Commercial Weights and Dimensions

The rate of truck related fatal accidents doubled between 1980 and 1987, while passenger vehicle accidents decreased by one third. Federal deregulation of the trucking industry in 1980, a 60% increase in truck registrations over the past ten years, and a severely congested traffic corridor along the eastern sector of the state are cited as the primary causes.

Intense competition engendered by deregulation has led to neglect of necessary maintenance and logging of excessive driver hours in order to maximize profits. Fatigue, scrimping on equipment repairs, and operating trucks larger and heavier than legal safety limits are prime components in truck malfunction and accidents. Trucks illegally bearing excess weight tear up roads and bridges, effectively reducing the life of the Commonwealth's infrastructure, and contributing disproportionately to trucking accidents.

The Registry has responded to these problems by:

- increasing its Commercial Weights and Dimensions Section from 14 inspectors to 26;
- creating a Motor Carrier Safety Unit with the help of federal funds;
- dedicating expanded resources to seven days a week and night-time coverage; and,
- concentrating on heavily congested urban areas, where frequent trucking violations pose threats to large population centers.

Motor Carrier Safety

With the Commonwealth's recent adoption of the federal Motor Carrier Safety and Hazardous Materials Transportation Regulations (MCSAP) and subsequent federal funding, the scope and intensity of the truck teams' scrutiny have broadened considerably.

Stopping trucks operating on secondary roads, MCSAP units focus on stringent equipment requirements and operator qualifications and performance standards, with special attention to transporters of hazardous materials. Commercial vehicles with defective equipment can be taken out-of-service until necessary maintenance and repairs are proven. Operators can also be placed out-of-service. Heavy fines are levied for these violations.

During the five months MCSAP teams were funded and operating during 1987, Registry Inspectors checked 3,048 trucks. Of these, 1,204 or 40%, were placed out-of-service because of defects so serious that the vehicle could not be used until proof of repair work was recorded at the Registry. On the average, each truck was issued four violations worth \$111 in fines.

Weights and Dimensions

The Commercial Weights and Dimensions Section has responsibility for enforcing size and weights limits. Portable scales permit the creation of instant truck stops, where commercial vehicles are checked for compliance with weight and length standards as well as equipment and hazardous materials regulations.

The 15,139 trucks checked averaged one violation each. 1,696, or 30% of those weighed, were discovered to be overweight. Total fines, which revert to the municipality in which the truck was cited, amounted to \$1,454,785. The section collected another \$2,099,381 for permits and increased weight fees.



Under The Rig...

Crawling under an 80,000 pound truck to inspect the equipment is scary enough, but getting stuck underneath can be a real nightmare. This happened to Inspector John Nutter. A member of the Motor Carrier Safety Unit, Nutter spends half his time under large trucks.

"It can be a real hairy experience," Nutter said. "Often when a truck is overweight the unit hangs lower than normal, making it hard to crawl out. Sometimes I have to take off some of my equipment just to get back out."

What do they find underneath these huge rigs?

"I've found brakes secured by cords and chains," Inspector Richard Daly said. "Brakes are supposed to be bolted on."

"I remember asking one driver to open his cab door so I could inspect his driver's log and when he did I looked in and the compartment was so rusty and old, there was only half a floor left," Daly said.

What about the speeding stories?

"Someone always has a worthwhile reason for speeding," Inspector George Sedares joked. "Like the guy I stopped who said he needed to get where he wanted to go before he ran out of gas."

Some of the most memorable incidents have happened during driving tests.

"I remember a young man coming in for his test and not only was he extremely nervous, but he had painted a large L on his left hand and a large R on his right one," Sedares said. "When I asked him why, he just said he didn't want to forget."

"As part of the driving test you have to quiz people on hand signals," Inspector Ken Skutt said. "And I'll never forget one young man who, when asked to show the right hand turn signal, smashed his right hand into my face while we were in the car."

Many drivers, especially truckers, use CBs to warn others about the presence of law enforcement officials in the area.

"The warning used most often by truckers is 'watch out for the white cars with the portable chicken coops!'" Sedares said. "That means watch for the Registry cruisers, that sit low and have additional antennas."

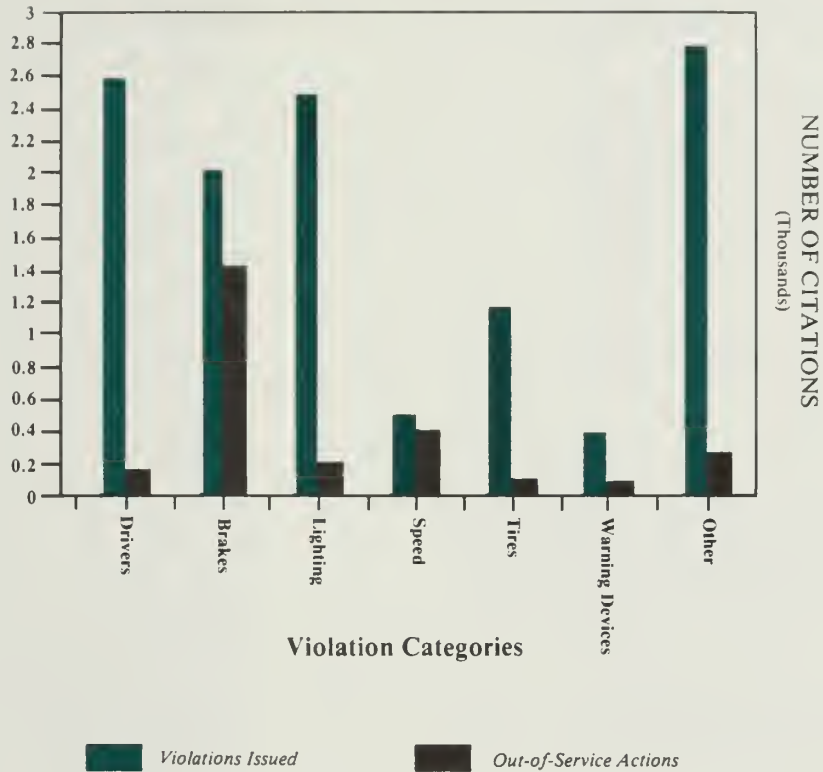
"You often feel very alone when you're out there enforcing the law," Inspector Arthur Hickey said. "But then something happens like the time when I was in Chelsea, a car pulled up next to mine and a man got out of the car, came over and said, 'I'd like to shake your hand and thank you for the great job you guys have done in curtailing the speeding and hazardous driving in this area,' that made my day."

"Often when we're working BEAT details in West Roxbury some of the elderly residents will bring us refreshments and tell us how much they appreciate having the Registry police around," Skutt said. "That's a nice feeling."

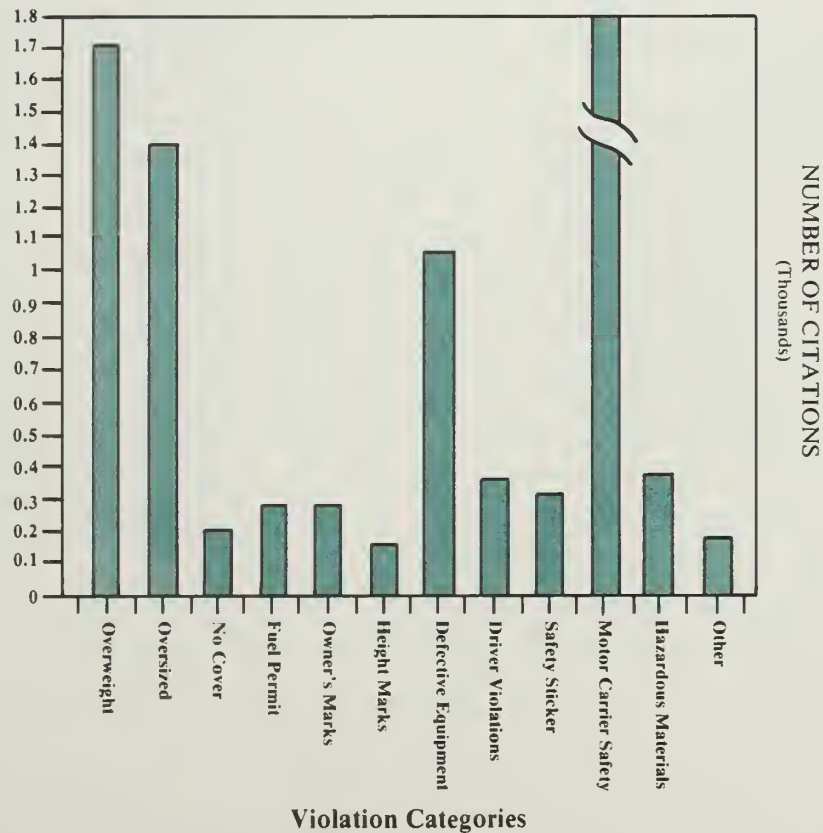
COMMERCIAL VEHICLE FINES, VIOLATIONS STATISTICS

MOTOR CARRIER SAFETY ASSISTANCE PROGRAM

(August — December)



WEIGHTS AND DIMENSIONS, 1987



Other — Any violation category containing less than 5% of the total violations.

Registration Compliance

The Registration Compliance Section investigates motor vehicles owned by private citizens, companies and corporations to assure that these vehicles are registered, insured, and operated in accordance with the laws of the Commonwealth.

As a result of investigations, an additional 4,105 vehicles were registered in 1987. Over \$2.5 million in revenue was generated to the Commonwealth and municipalities and an additional \$3 million to insurance companies — a 156% increase over 1986.

Registration Compliance Statistics

Number of Vehicles Registered	4,105
Registration Fees	\$ 267,601
Title Fees	\$ 69,415
Sales/Use Tax	\$ 1,195,897
Excise Tax*	\$ 1,143,013
Total — Commonwealth/Municipalities	\$ 2,675,926
Massachusetts Insurance Premiums**	\$ 2,912,080

**Excise tax — estimate of 1 year revenue to cities and towns*

***Insurance premiums — estimate of 1 year revenue to insurance companies, based on average premium rates*

Registration Compliance also investigates citizen complaints alleging improper and/or unsafe operation of motor vehicles and oversees registration revocations because of insurance cancellations.

During the year, over 2,000 citations were issued to Massachusetts drivers whose improper driving behavior was brought to the attention of Registry officials by observant citizens. In addition, a pilot program was initiated which focused on Dealer, Repair and Owner-Repair establishments' compliance with Massachusetts automobile insurance laws. Of 125 businesses scrutinized, 92 were found to be without proper vehicle insurance and 187 license plates were revoked.

Vehicle Inspection Services

Vehicle Inspection Services has broad responsibilities for assuring that the 4 million plus vehicles registered in the Commonwealth operate with safe equipment. In addition to administering the Inspection and Maintenance Program and conducting routine roadway enforcement activities, Vehicle Inspection Services is also responsible for inspecting school buses and implements programs that contribute to school pupil safety.

As overseer of the Inspection and Maintenance Program (I/M), the department licenses and monitors 2,593 vehicle inspection stations. Monitoring inspection station performance, at times by undercover officers acting on motorist complaints, serves a valuable quality control function. Over 400 hearings stemming from such investigations resulted in the suspension or revocation of 410 station licenses.

The federal Environmental Protection Agency has lauded the Commonwealth's I/M program as one of the best in the country, stating that the Registry's practice of conducting frequent sticker surveys and enforcement activities contributes to a consistent compliance rate of 97%.

The I/M program, begun in 1983, utilizes the nation's first emissions control system to incorporate automatic data collection with computerized auto exhaust analysis. A 1986 EPA audit found the I/M Program met or exceeded EPA requirements in all areas and noted significant progress in the following:

- data analysis;
- monthly analyzer maintenance procedures;
- reporting procedures for analyzer manufacturers;
- compliance measurement through initiation of sticker surveys; and
- analyzer quality assurance through initiation of gas audit program.

New Graduates

The EPA states, "The overall design of Massachusetts' program is a major factor in its success. The program is statewide and includes adequate vehicle coverage...reasonable cutpoints...and has reasonable waiver criteria. Other design aspects of the program which add to its success include: stringent analyzer specifications, effective station enforcement procedures, and a limited tampering inspection with the emissions test."

School bus safety is another major area of responsibility for this department. By instituting a uniform school bus inspection procedure, the department reduced the school bus inspection rejection rate from 35 percent to approximately six percent. The department checked 40,000 school buses for safety and investigated hundreds of complaints about construction, maintenance and operation of school buses.

In addition to drafting rules, regulations and legislation relative to school pupil transport safety, the department implemented an effective school bus stop violation enforcement program that attracted the participation and support of many local police departments and school administrations. Patrolling bus routes and riding on school buses, inspectors issued hundreds of citations to motorists for illegally passing stopped school buses.

Since the inception of the bus riding program in 1986, fatal accidents involving school pupils boarding or leaving buses has been significantly reduced, the number of citations issued has dropped dramatically, and complaints have fallen from several a day to virtually none.

In 1987, the law enforcement division added 32 uniformed inspectors with the graduation of the first all-Registry class in 13 years, following five months of intensive training at the Registry of Motor Vehicles Police Academy in Needham.

Academy coursework includes classes in the criminal justice system, motor vehicle law, emergency and defensive driving, managing a crime scene, accident investigation and courtroom procedures.

Hours of classroom instruction, coupled with weeks of firing range and other on-site training, helped make this academy class the most thoroughly and professionally trained in Registry history.

Following the fiscal belt tightening of the early 1980's, caused, in part, by the passage of Proposition 2½ and reflected in extensive Registry police layoffs, the graduation of this Registry class heightens the agency's rebuilding efforts, bringing the police force to its current level of 319 officers.

MOTORING TH



Registered Vehicles	Licensed Drivers	Budgetary Appropriations	Revenue
18,120	7,099	18,000	33,085



185,339	214,229	NA	2,032,291
---------	---------	----	-----------

828,795	814,094	1,162,915	13,136,442
---------	---------	-----------	------------

1,085,869	1,177,924	1,578,196	6,842,164
-----------	-----------	-----------	-----------

1,051,891	1,491,868	1,548,590	NA
-----------	-----------	-----------	----



1,676,025	2,113,539	5,123,233	22,624,712
-----------	-----------	-----------	------------

2,253,316	2,790,546	9,388,096	38,758,626
-----------	-----------	-----------	------------

3,448,885	3,412,400	20,231,801	65,196,038
-----------	-----------	------------	------------

4,147,882	4,070,605	41,642,000	547,144,283
-----------	-----------	------------	-------------

THROUGH TIME

• The first speed limit was set at 15 mph in 1902 • the first Massachusetts plates and licenses were issued a year later

1907

• The Massachusetts Highway Commission was authorized to suspend and/or revoke licenses • the first license examiners and motor vehicle accident investigators were hired • driver's license age minimum was set at 16 • first drivers were arrested for operating under the influence

1917

• The Registry was formed as a subdivision of the DPW • Frank A. Goodwin became the first Registrar • the first branch opened in Springfield • compulsory automobile insurance was mandated by the Legislature • eye tests for drivers were first required

1927

• Mandatory vehicle safety inspection was instituted • mandatory school bus inspections were launched • 1934, with 934, was the worst year for fatal accidents since 1903 • Registry driver safety and education program was organized in 1935

1937

• Registry was sanctioned to suspend registrations for nonpayment of excise tax • special veteran's licensing section was established • a disabled veteran's driver training program was developed

1947

• First disabled veteran's plates were issued in 1949 • truck enforcement unit was formed • Registry began licensing commercial auto schools

1957

• First handicap plates were issued • medical affairs branch was established

1967

• First motor vehicle title was issued in 1972 • Registry was authorized to suspend licenses for nonpayment of excise tax

1977

• Learner's permit tests were made available in 23 languages • minor motor vehicle violations were decriminalized

1987

• First-ever slogan appeared on Massachusetts' plates • state joined Non-Resident Violators Compact • Commercial Driver's One-License law went into effect

CUSTOMER SERVICE

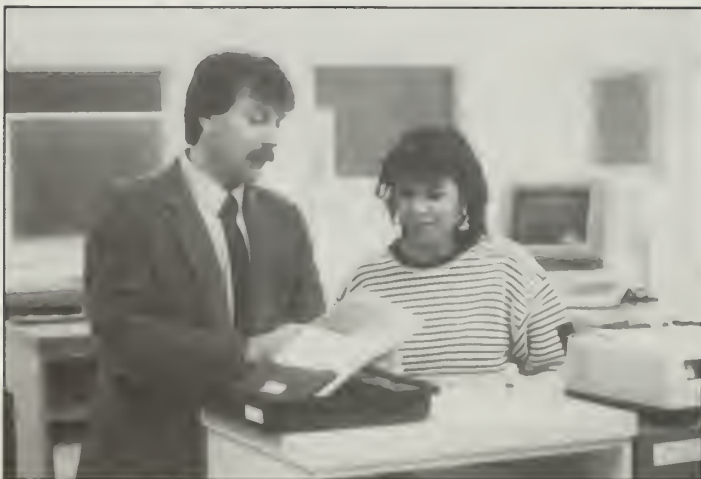


While prompt, efficient and courteous customer service is a fundamental component of all customer relations at the Registry, key sections interact more often with the general public than others. Among these sections are driver licensing, registrations, title and medical affairs. The Registry made significant strides in each of these areas in 1987, and additional improvements are in the planning stages.

Perhaps the most significant change has been the creation of a special section to handle customer relations, the Customer Service Bureau. Other advances for 1987 include:

- 300% increase in the number of registration renewals handled by mail;
- implementation of special licensing requirements for school pupil transport drivers;
- reduction in original title turnaround time from 74 days to 28;
- appointment of branch managers;
- new facilities in Malden and Lynn; and
- Thursday evening hours at 16 offices.

Although progress continues to be made in customer service at the Registry, the agency is proud to have reached its 1987 goals of 15 minutes for the processing of driver license and registration renewals, and 20 minutes for the issuance of new vehicle registrations.



Customer Service Bureau

To inform and educate Massachusetts motorists about Registry policies and procedures, solve procedural problems and correct agency oversights, the Registry consolidated its major public contact areas in 1987, creating a centralized Customer Assistance Bureau.

The bureau provides specific title, registration and license information, by phone, mail and in person at 100 Nashua Street headquarters. In addition, the unit resolves problems and corrects errors, makes data base corrections, and provides certified and attested copies of records to law enforcement agencies and the public.

To help expedite more than 1700 telephone calls received daily, the bureau installed an Automatic Call Sequencer (ACS), which automatically records the number of incoming calls and busy signals. A taped message with answers to most frequently asked questions greets callers.

Internally, the bureau also staffs a help line, which answers questions and solves problems concerning Registry departmental and branch use of the Registry computer system.

Registrations

Most passenger vehicle registrations are valid for two years, but many vehicles (those with commercial or vanity plates, for example) must be renewed annually. By year's end there were 528,440 commercial vehicles and 3,308,351 passenger vehicles registered in Massachusetts.

To help simplify and expedite the registration process, several improvements were made in 1987. These include:

- a new, simplified registration renewal form;
- initiation of a campaign to encourage motorists to renew their registrations by mail, thus reducing waiting time at Registry offices; and
- automation, which pared average transaction time to 15 minutes for a renewal and 20 minutes for a new registration.

Registration Statistics

TYPE OF VEHICLE	NUMBER REGISTERED
Passenger.....	3,308,351
Commercial (Truck).....	528,440
Trailer & Semi-Trailer	195,780
Bus/School Bus	7,881
Motorcycle.....	66,366
State & Municipal.....	33,598
Other (Ambulance, Camper etc.)	7,466
Total	4,147,882

Renew-By-Mail

Traditionally, renewal of a vehicle registration in Massachusetts has meant a trip to one of the Registry's 37 offices and anywhere from 10 minutes to an hour's wait in line. In the past, 85% of all motorists have followed this procedure each month in order to renew their registrations and receive either a new license plate and/or decals.

To reduce lines and delays and provide greater convenience to motorists, the agency launched a mail-in awareness program. Designed to encourage more motorists to renew their registrations by mail, the mail-in awareness program was initiated in August. New, simplified registration forms, instructional renew-by-mail cards, and a statewide informational campaign that included billboard and transit advertising, extensive free print and broadcast media coverage were developed to promote mail-in.

The agency goal was to increase the percentage of motorists who renewed by mail from 15% to 40% — a goal exceeded in December, when the Mail-In-Registrations Section processed over 310,000 renewals, or 53% of the registrations renewed statewide. The dedication of resources has allowed the Registry to commit to a 10-day turnaround time for mail-in registration renewals.

WHY WAIT IN LINE?

Renew Your Vehicle Registration By Mail

"I love the mail-in service!"

Faye Ninsk, Foxboro

"I think it's great. Before, renewing my registration was always such an inconvenience. I originally mailed it because of the insert that came with my renewal — that the Registry doesn't like lines any more than the public. It was well worth the 22¢ stamp not to have to leave my home, get stuck in traffic, and search for a parking space."

Helen O'Brien, Roslindale

"We've mailed in for 30 years and are pleased that the Registry has renewed its promotion of this service. It affords us an opportunity to renew without concern about weather conditions or taking time from work to get to the nearest Registry office. Our renewal time was a week, which was a pleasant surprise."

Mr. and Mrs. Edward St. Sauveur, Westfield

"Fantastic. A job exceptionally well done. It's a substantial improvement over past experiences."

Cameron D. Beers, Jr., Needham

"This service is great for handicapped people or people like myself who have a difficult time getting around. Now I don't have to try to find a parking space, walk a distance, and wait in line. It's very convenient because the renewal is mailed out in a timely manner, which gives me plenty of time to have my insurance agent stamp it and then mail it to the Registry."

Russel F. Chaney, Waltham

"This service is excellent! It saved me a trip to the Registry and I didn't have to wait!"

Rochelle Goren, Framingham

"I never thought I would receive it back so fast. Friends told me, don't mail it, you won't get it back in time. But I did. And it was returned to me in a week. It was fast, convenient and simplified."

Dorothy Ebner, Stoughton

"It was so easy and quick."

Mary Bagley, Lynn

"I was very surprised it took such a short time — I've been using it for years and have never had a problem with it. This year it was faster than other years."

Ernest C. Johnson, Revere

Express

For individuals or companies processing large numbers of applications on a regular basis (such as automobile dealers and insurance companies), the Registry maintains an Express Section in Boston. "Runners" representing dealers and/or insurance firms drop off large numbers of registrations and return later in the day to pick up the completed registrations. This service, which is unique to Massachusetts, handles a high volume of work (runners account for anywhere from 20% to 50% of all branch transactions) and is available in Worcester, Brockton and Springfield as well as in Boston.

Title Division

Another office that has undergone significant change, including relocation to Registry Headquarters at 100 Nashua Street, is the Title Division. Responsible for administering the Massachusetts motor vehicle certificate of title law, the division issues new and duplicate titles, adds lienholders, and makes all other title corrections and amendments. In 1987, the division issued 1,089,779 original certificates of title and 60,000 duplicates.

The division maintains extensive records relative to motor vehicle ownership and assists regularly with auto theft and odometer fraud investigations.

In addition to moving from 150 Causeway Street, the division computerized its operation with the implementation of ALARS (Automated Licensing and Registration System). Automation has streamlined the procedure for generating certificates of title, significantly reducing turnaround time for issuance of original titles from 74 days to 28. On-line corrections are now simplified and timely.

Medical Affairs



The Registry's Medical Affairs branch has evolved from a unit created to address the special needs of disabled veterans returning from World War II to one with responsibilities for screening drivers for competency, assuring drivers' physical impairments are compensated with special vehicle equipment, and issuing disabled veteran's plates and handicap plates/placards to eligible drivers.

During 1987, Medical Affairs issued 6,250 HP placards and over 3,300 HP and disabled veteran's plates, bringing the totals for Massachusetts to: 18,355 HP plates, 11,500 HP placards and 1,079 disabled veteran's plates. Annually, Medical Affairs serves over 65,000 handicapped Massachusetts residents.

LICENSE STATISTICS

Driver Licensing

The Registry made substantive advances in assuring driver proficiency and streamlining driver licensing transactions last year.

Automation and the redesign of the driver's license have eased the tasks of obtaining and renewing licenses. No longer does a prospective driver, having passed a road test, wait 60 days for paperwork to be processed to obtain a photo license. A new driver may now be successfully examined and depart the Registry within the hour, photo license in hand. Changes to personal data (i.e., name, address) are executed on-line and all Registry records updated simultaneously.

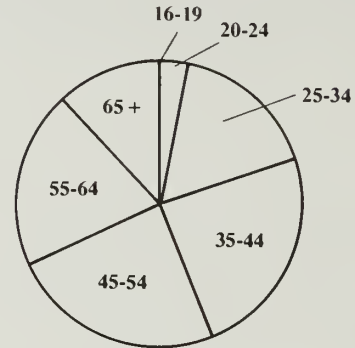
And, underage drivers have a tougher time altering the date of birth on their driver's licenses to obtain alcohol illegally. Redesigned to make tampering more difficult, the driver's license now displays birth dates in the center, rather than the lower right hand corner. After automatically calculating the age, the computer prints "Under 21" in bold and splashes a red band across the top.

Drivers of school pupil transport vans and station wagons are for the first time required to obtain a special license, which mandates rigorous probation and medical screening and a qualifying exam.

Beginning July 1, drivers of trucks weighing more than 26,000 pounds, carrying 10 or more passengers; or transporting hazardous materials were prohibited from holding more than one license. Implementation of the Commercial Driver License Program effectively curtails the practice of hiding multiple violations by presenting a "clean" license when stopped for a traffic offense. Fourteen thousand Massachusetts licenses have been collected from truckers who were dually licensed in other states.

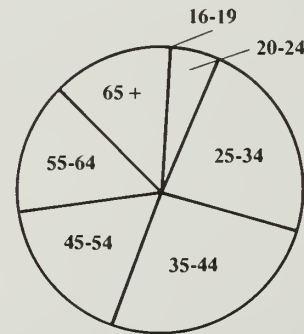
Class I 

Licensed Drivers By Age, Total - 111,223



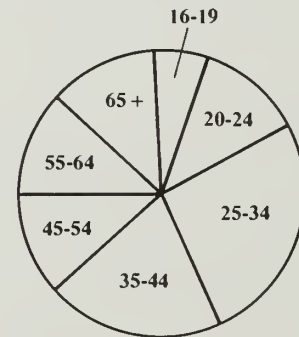
Class II 


Licensed Drivers By Age, Total - 140,232



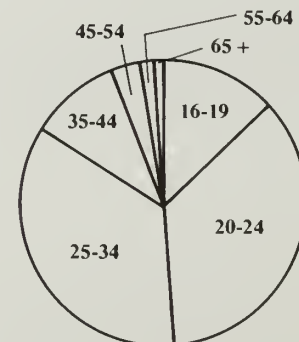
Class III 

Licensed Drivers By Age, Total - 3,817,990



Motorcycle 

Licensed Drivers By Age, Total - 230,563



Fatal Statistics

Massachusetts' educational and legislative programs to decrease motor vehicle accidents in general and fatal accidents in particular have yielded positive results. Despite increases in licensed drivers, miles traveled and registered vehicles, significant decreases were recorded in several prime areas.

In 1987, there were 643 fatal accidents, a decrease of 6.4% from 1985 and 5.4% from 1986. The number of fatalities resulting from these accidents was 690 which represents a decrease of 7% from 1985 and 8.2% from 1986.

The National Safety Council's final figures for 1987 show Massachusetts with a death rate of 11.7 per 100,000 population. In addition to ranking second in the nation, Massachusetts' 11.7 death rate compares favorably to the entire country's rate of 20.1 and 16.1 rate for the other five New England states combined. The fatal accident death rates per 100,000,000 miles traveled were 1.5 and 1.6 respectively. These rates are the lowest ever recorded in Massachusetts. *(Figures have been recorded in this format since 1943.)*

ACCIDENT STATISTICS

1987		1986	
NUMBER OF ACCIDENTS	643	NUMBER OF ACCIDENTS	680
NUMBER OF DEATHS	690	NUMBER OF DEATHS	752
TOTAL DRIVERS INVOLVED		TOTAL DRIVERS INVOLVED	
Male.....	711 80.6%	Male.....	772 79.8%
Female.....	162 18.5%	Female.....	196 20.2%
Unknown *	9 1.0%		
DAY OF THE WEEK		DAY OF THE WEEK	
Monday.....	79 12.3%	Monday.....	72 10.6%
Tuesday.....	82 12.8%	Tuesday.....	75 11.0%
Wednesday.....	61 9.5%	Wednesday.....	79 11.6%
Thursday.....	69 10.7%	Thursday.....	89 13.1%
Friday.....	121 18.8%	Friday.....	121 17.8%
Saturday.....	121 18.8%	Saturday.....	146 21.5%
Sunday.....	110 17.1%	Sunday.....	98 14.4%
PERSONS KILLED		PERSONS KILLED	
Operators.....	324 47.0%	Operators.....	328 43.6%
Passengers.....	148 21.4%	Passengers.....	175 23.3%
Pedestrians.....	135 19.6%	Pedestrians.....	164 21.8%
Bicyclists.....	19 2.8%	Bicyclists.....	14 1.8%
MC Operators.....	51 7.4%	MC Operators.....	54 7.2%
MC Passengers.....	5 0.7%	MC Passengers.....	6 0.8%
Miscellaneous **	8 1.1%	Miscellaneous**	11 1.5%
TIME OF DAY		TIME OF DAY	
Day.....	258 40.1%	Day.....	298 43.9%
Night.....	385 59.9%	Night.....	381 56.1%
LOCATION		LOCATION	
Urban.....	448 69.7%	Urban.....	462 67.9%
Rural.....	195 30.3%	Rural.....	218 32.1%

* Unidentified hit and run drivers

** Moped, snowmobile, dirt bike, ATV drivers and passengers; skateboarder; house occupant; persons riding in truck bed

Branches

Hiring managers to oversee branches, designating an employee to assist customers as they enter, providing evening hours and replacing outmoded facilities have contributed to discernible improvements in the delivery of service at the branch level.

Branch Managers

The Registry established 35 branch manager positions to foster local responsibility. Branch managers, now responsible for allocating staff, budget and branch operations to best meet the needs of their customers, are in place in Brockton, Great Barrington, Haverhill, Holyoke, Lawrence, Pittsfield, Plymouth, Watertown and Worcester.

New Offices

On January 15, the Lynn office was moved from 37 Friend Street to more spacious quarters at 11 Circle Avenue. The new location boasts public restrooms, increased parking, and larger, more comfortable waiting areas for learner's permit and road test applicants.

The Registry office in Malden was relocated from Medford Street to 180 Exchange Street July 29. Located across the street from the MBTA's Orange Line, the new facility offers validated parking in the Jackson Street Garage, public restrooms, larger, more comfortable waiting areas, and seven more counter positions than the old location.

Extended Hours

In addition to its Boston headquarters, the Registry maintains 36 branches, located throughout the Commonwealth. In April, 16 offices extended Thursday hours until 7 p.m. to make it easier for working people to obtain Registry services.

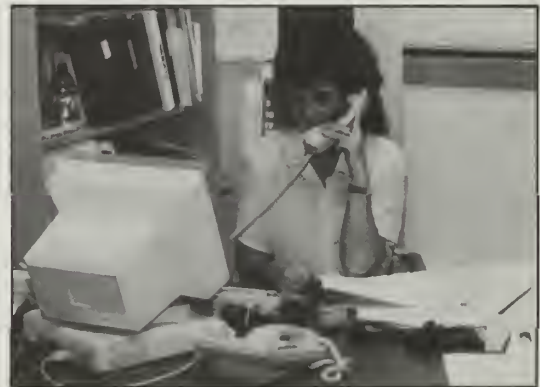
These offices are located in: Boston, Beverly, Brockton, Fitchburg, Framingham, Hyannis, Lawrence, New Bedford, North Attleboro, Norwood, Pittsfield, Quincy, Springfield, Watertown, Woburn and Worcester. All services *except* road tests, learner's permits and suspension hearings are available during night time hours. To enhance staffing during Thursday evenings (as well as during lunch and other peak periods), the Registry created and filled 228 part-time clerk positions. Each week over 2,000 people took advantage of the Thursday evening hours.

Branching Out...

"As branch manager, I get involved in just about everything," Kilfeather explained. "The day varies—I supervise 13 employees and design the work schedule—I prepare the deposit and even work on the counter, especially when it gets busy. The majority of my time is spent problem solving."

Kilfeather has years of experience solving problems at the Registry. She started in the agency as a junior clerk/typist in 1973. A Pittsfield native, she attended Pittsfield High School, which is located right across the street from the Registry office. "The experience I've had working at the branch for the past 15 years has definitely helped prepare me for my recent promotion to branch manager," Kilfeather said.

Working on her own initiative with the support of her fellow workers and supervisor, Kilfeather developed several Registry programs. She conducted seminars on Registry policy and procedures for groups such as the Massachusetts Association of Insurance Women Inc. and the New Car Dealers Association. She organized exhibits on seat belt safety and the organ donor program. She served on the Commonwealth's PerCent for Art and Building Renovation Committee and helped select the art exhibited in the Pittsfield office and other locations throughout the city. Kilfeather's involvement in these and other community projects earned her the Commonwealth's prestigious Pride in Performance Award in 1984.



Since joining the Registry in 1973, Kilfeather has seen many changes. "The new computer has brought about the most far-reaching changes. We now serve the public much better, and much faster, than we have in the past."

Since assuming her branch manager position, Kilfeather has increased clerical training and set up a dealer window to handle transactions from dealers and runners. The reaction? "Fantastic!" Kilfeather said. "The dealers love it. It's helped shorten lines and for that reason has been well received by the general public."

The best part of her job, Kilfeather said, is working with the public. "Sometimes dealing with the Registry can be frustrating so we try to cut through the red tape. It makes a difference when people know that they can talk to the branch manager to help resolve difficulties. We solve a lot of problems at the local level."

AUTOMATION

On October 17, 1986, the Registry went "on-line" with a new \$14 million state-of-the-art computer system. ALARS — Automated Licensing and Registration System— is an integrated information management system that processes licenses and vehicle registrations, computes fees and maintains a vast range of vehicle and driver information in its data base.

The automated system stores comprehensive information profiles on 5.5 million vehicles, 4.8 million licenses, and hundreds of thousands of accident records.

During 1987, ALARS generated 1 million license renewals, 3 million registration renewals, and 5 million excise tax bills.

In addition, the system has been extremely reliable, with a 1987 total downtime of 6 hours during prime operating hours.

ALARS has seven functional areas — licensing, registration and title, suspension, merit rating data, accident information, cash control, and security.

The strength of ALARS is the immediate access to various record information stored on the integrated data base. ALARS reduces customer waiting, improves accuracy, accelerates information retrieval, decreases paperwork, and substantially reduces referencing. In addition to internal improvements to customer service, ALARS has benefited the law enforcement community statewide and impacted favorably on the Registry's ability to assist cities and towns in the collection of parking fines and excise taxes.



Advantages of ALARS

One of ALARS' greatest advantages is in the time saved on each transaction. Because ALARS is a real-time, on-line system, once the customer information is entered and stored, it is immediately available for future transactions. When customer information is needed during an on-line transaction, ALARS locates it on the data base and automatically displays the information on the screen. This greatly reduces the amount of data that must be entered for each transaction, significantly curtailing customer waiting time.

The efficiencies of automation, in addition to other improvements in Registry operations, enabled the agency to meet its goal of 15 minutes for license and registration renewals, and 20 minutes for new registrations.

Training and Branch Involvement

A staggered implementation schedule, in combination with an aggressive training program, assured the smooth transition of all 37 Registry locations to ALARS during 1987. By year's end, all offices were fully automated for registrations and licenses, increasing on-line transactions from 75,000 to 330,000 per day.

During the year, the ALARS training team travelled across the state, training over 1,000 Registry employees in the on-line processing of registrations, licenses and cash transactions. Special computer classrooms were set up and simulated Registry service windows were used to facilitate training. The ALARS training team embraced a participatory approach, staffing, supporting, and supervising each branch office as employees adjusted to the new system. For its outstanding efforts and accomplishments, the ALARS training team was nominated for the coveted Manuel Carballo Governor's Award for Excellence in Public Service.

Training for the Future...

As anyone who has ever worked on a computer system will tell you, a computer is only as good as the person operating it. Thus, when the Registry made plans to automate, training became a priority. Computerization affected everyone, but not all employees could be trained at once, so the Registry decided to develop the ALARS training team. This special group, culled from various Registry sections and branches, was taught the new computer system and given special instructor training in order to properly train their fellow employees. In addition, the ALARS training team was responsible for writing many of the instruction manuals and user guides that helped smooth the training process.



Initially, only a handful of Registry employees (and a few outside consultants) were trained on ALARS. At the height of implementation, the training team grew to its maximum of 27. Seven ALARS classrooms were set up at Registry headquarters in Boston, with field classrooms in Brockton, Springfield and Worcester.

The training and curriculum consisted of four basic areas: registrations, licensing, cash procedures and SYSM (the Registry's automated message system that ties in all branches and sections). Classes also varied in terms of length and complexity—most licensing classes were introductory and lasted four days while the more involved registrations training comprised eight days (including two days of practical experience where students processed actual transactions while trainers supervised). Training is ongoing with classes in Boston, Brockton, Springfield and Worcester for initial instruction and review courses.

Currently, the ALARS training team has a staff of 13 and is busy developing comprehensive policy and procedures manuals for the areas of registrations, licensing and cash procedures. They have the demanding task of staying current with the continual upgrades and improvements to the system. Several system enhancements have been made since the inception of ALARS, with more in the planning stages.

Effective computer training is critical to the success of ALARS. Because it is an integrated system, a mistake in one area—registration, for example—would affect the driver's information in another area—like insurance or excise. This magnifies the impact of operator error, and is why appropriate training is important.

Law Enforcement

The replacement of archaic manual record keeping practices with an automated driver history system provides the law enforcement community with a vital resource. Warrants and convictions of motor vehicle violations are entered into ALARS within two days of receipt. Suspension and revocation actions are recorded as they occur, providing all inquiring law enforcement agencies with instant access to timely, updated data.

The 261,265 license suspensions and revocations effected by the Registry during 1987 — an 862% increase over the previous three years' average — created a new benchmark year for removing bad drivers from the road.

In addition to automatic issuance of suspension and revocation notices based on driver record information, ALARS automatically reinstates and notifies drivers when their specified suspension period has been served. During 1987, 127,614 motorists were automatically reinstated.

Automation also enables the Registry to suspend or revoke motorists' licenses when statute requires because their electronic record indicates multiple motor vehicle convictions. The manual record search required in the past virtually prohibited identification of these violators.

For example, Massachusetts statute stipulates a 30 day license revocation for any driver accumulating three speeding convictions within a calendar year. In 1987, 14,488 drivers had their licenses recalled under this application, as opposed to three drivers during the first seven months of 1986.

Local Assistance

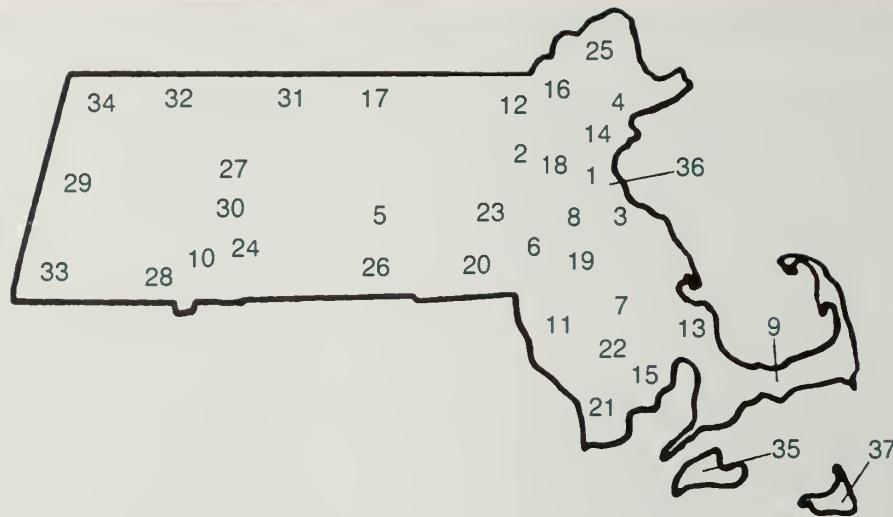
The Registry also assists cities and towns with both the preparation of excise tax bills and the collection of delinquent taxes. Bills are prepared by the Registry and mailed by the municipality. After the local tax collector has exhausted all legal prerogatives for collection, a Registry hearing is arranged and the delinquent notified. Failure to pay at the hearing results in license suspension seven days later unless proof of payment is received in the interim. The suspension stands until the excise tax obligation is met.

In 1987, the Registry suspended 32,465 drivers for nonpayment of excise taxes. With an average excise tax bill of \$56, this program generated approximately \$1,800,000 in otherwise uncollectable funds to Massachusetts' cities and towns.

With the support of ALARS, the Registry assists the 154 cities and towns participating in the parking program with the collection of overdue parking fines. Lists of parking fine delinquents provided by the municipalities are entered into the ALARS computer system. The Registry then notifies these motorists that they cannot renew their licenses and registrations until all parking fines are paid to the municipalities where the fines were incurred.

Through this process, scofflaws were forced to settle over 250,000 parking tickets before renewing their licenses, and/or registrations. Surcharge payments to the Commonwealth as a result of these actions amounted to more than \$2.3 million. This Registry program significantly boosted parking fine revenues to participating communities. For example, Boston, Cambridge, and Worcester collected an additional \$2,580,000, \$740,000, and \$105,000 respectively.

1987 REVENUE AND TRANSACTION STATISTICS



REGISTRY BRANCH OFFICE	REGISTRY FEES \$	RANK	SALES TAX \$	RANK	ALL REVENUES \$	RANK	REGISTRATION and LICENSE TRANSACTIONS RANK
1 Boston	\$ 37,209,571	(1)	\$ 47,364,228	(1)	\$ 84,573,799	(1)	1,808,735 (1)
2 Woburn	9,296,547	(2)	18,815,295	(4)	28,111,842	(2)	481,647 (2)
3 Quincy	7,172,190	(4)	20,931,227	(2)	28,103,417	(3)	361,925 (4)
4 Beverly	6,084,347	(8)	20,766,824	(3)	26,851,171	(4)	307,749 (8)
5 Worcester	8,822,401	(3)	17,278,585	(6)	26,100,986	(5)	449,979 (3)
6 Framingham	5,664,346	(9)	18,556,975	(5)	24,221,321	(6)	286,342 (9)
7 Brockton	6,330,968	(6)	14,726,319	(7)	21,057,287	(7)	320,939 (6)
8 Watertown	6,418,674	(5)	13,877,449	(8)	20,296,123	(8)	322,976 (5)
9 Hyannis	5,414,021	(10)	12,871,552	(9)	18,285,573	(9)	273,360 (10)
10 Springfield	6,270,140	(7)	9,624,633	(17)	15,894,773	(10)	316,900 (7)
11 North Attleboro	3,292,367	(15)	11,901,119	(10)	15,193,486	(11)	160,457 (15)
12 Lowell	4,638,208	(11)	10,536,783	(12)	15,174,991	(12)	224,848 (12)
13 Plymouth	4,003,642	(18)	11,024,142	(11)	15,027,784	(13)	199,771 (19)
14 Lynn	4,409,756	(13)	10,135,295	(13)	14,545,051	(14)	223,505 (13)
15 New Bedford	4,437,486	(12)	9,758,327	(16)	14,195,813	(15)	225,348 (11)
16 Lawrence	4,206,223	(16)	9,862,508	(15)	14,068,731	(16)	207,198 (17)
17 Fitchburg	4,120,136	(17)	9,875,370	(14)	13,995,506	(17)	212,480 (16)
18 Malden	4,316,925	(14)	9,363,765	(18)	13,680,690	(18)	220,054 (14)
19 Norwood	4,236,714	(21)	8,560,323	(20)	12,797,037	(19)	216,831 (21)
20 Milford	3,780,626	(20)	8,603,243	(19)	12,383,869	(20)	193,458 (20)
21 Fall River	3,995,955	(19)	8,247,120	(22)	12,243,075	(21)	202,454 (18)
22 Taunton	2,926,523	(23)	8,517,132	(21)	11,443,655	(22)	148,530 (23)
23 Marlboro	2,776,146	(24)	8,166,860	(23)	10,943,006	(23)	136,620 (25)
24 Chicopee	2,764,927	(25)	7,820,468	(24)	10,585,395	(24)	142,295 (24)
25 Haverhill	2,999,690	(22)	6,937,595	(25)	9,937,285	(25)	152,355 (22)
26 Southbridge	2,579,941	(26)	6,537,711	(26)	9,117,652	(26)	131,297 (26)
27 Northampton	2,557,758	(27)	5,613,999	(27)	8,171,757	(27)	130,497 (27)
28 Westfield	2,139,283	(29)	5,461,547	(28)	7,600,830	(28)	110,221 (29)
29 Pittsfield	2,338,015	(28)	4,920,573	(29)	7,258,588	(29)	119,705 (28)
30 Holyoke	2,024,307	(30)	3,889,964	(30)	5,914,271	(30)	98,497 (30)
31 Gardner	1,882,037	(31)	3,828,515	(31)	5,710,552	(31)	96,732 (31)
32 Greenfield	883,058	(32)	3,315,550	(32)	4,198,608	(32)	44,889 (35)
33 Great Barrington	1,669,666	(35)	1,511,381	(34)	3,181,047	(33)	83,527 (32)
34 North Adams	956,445	(34)	2,018,599	(33)	2,975,044	(34)	48,114 (34)
35 Oak Bluffs	522,734	(36)	821,265	(35)	1,343,999	(35)	26,826 (36)
36 Roslindale	1,164,614	(33)	0	(37)	1,164,614	(36)	62,952 (33)
37 Nantucket	319,824	(37)	475,833	(36)	795,657	(37)	16,394 (37)
TOTALS	\$ 174,626,211		\$ 372,518,074		\$ 547,144,284		8,766,407

Senator Salvatore R. Albano, Chairman
Representative Michael W. Morrissey, Chairman

Senator Michael J. Barrett
Senator Argeo P. Cellucci
Senator William Q. MacLean
Senator Thomas C. Norton
Senator Martin T. Reilly
Representative John J. Binienda
Representative Peter I. Blute
Representative John C. Bradford
Representative Joseph M. Connolly
Representative Anthony M. Mandile
Representative Richard J. Moore
Representative William P. Nagle, Jr.
Representative Angelo Picucci
Representative Philip Travis
Representative Peter A. Vellucci

The **Merit Rating Board**, created by statute in 1976 and funded by the insurance industry, administers the Safe Driver Plan which adjusts automobile insurance premiums based upon the driving record of operators listed on private passenger vehicle policies. (727-7962)

Robert M. Hutchinson, Jr., Chairman <i>Registrar of Motor Vehicles</i>	Hilary Rowan, Member <i>Chief of Insurance Division Attorney General's Office</i>
Roger M. Singer, Member <i>Commissioner of Insurance</i>	Mary Ann Mulhall <i>Director, Merit Rating Board</i>

The **Appeals Board on Motor Vehicle Liability, Policies and Bonds** hears appeals by motorists in disagreement with a decision of the Registrar of Motor Vehicles. (727-7189 ext. 223)

Ronald Ingemie, <i>Chairman</i>	Victor Forsley, <i>Esquire</i>
Joseph Gargan, <i>Member</i>	Ralph Iannaco, <i>Executive Secretary</i>

The **Medical Advisory Board** establishes standards for the issuance of handicap plates and placards and advises the Registrar on medical issues relative to fitness of motor vehicle operators. (727-3865)

Kenneth Pariser, M.D., Chairman <i>Rheumatology/Clinical Immunology</i>	Samuel McFadden, M.D. <i>Pediatrics Pediatric Radiology</i>
Jeb Boswell, M.D. <i>Internal Medicine/Emergency Medical</i>	John E. McHugh, M.D. <i>Internal Medicine Cardiovascular</i>
Job E. Fuchs, M.D. <i>Internal Medicine</i>	Jonathan I. Morrison, M.D. <i>Internal Medicine</i>
Kenneth Gershengorn, M.D. <i>Internal Medicine/Cardiovascular Disease</i>	James H. Rosenberg, M.D. <i>Ophthalmologist</i>
Joseph Groden, M.D. <i>Ophthalmologist</i>	Jerome H. Shapiro, M.D. <i>Diagnostic Radiology</i>
Bruce W. Lowney, M.D. <i>Vascular Surgery</i>	Bernard Stotsky, M.D. <i>Psychiatry</i>
John H. Markey, D.C. <i>Chiropractor</i>	George C. Wright <i>Podiatrist</i>
James F. McDonough, M.D. <i>Obstetrician/Gynecologist</i>	Irvine Ziefer, M.D. <i>Neurologist</i>

This report was
written and designed
by the Registrar's,
Statistician's and
Public Relations
Offices.